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30 JUN 1960

MEMORANDUM FOR: Deputy Director (Support)

25X1 SUBJECT: ☐ Information Reports; Reduction of Processing Time in K Bldg. Printing Plant (DD/S 59-547)

REFERENCES: a) Memo for DD/S fr Special Planning Asst. to the DD/S dtd 10 Feb 59, Subj.: Printing Services Plant #2.
b) Indorsement to Ch, Mgt/S fr DD/S dtd 11 Feb 59 w/att entitled "Planning Group for Reporting and Communications Systems - Summary of comments made by ☐

25X1

1. This memorandum is for information only.

2. Pursuant to references a and b,¹ in March 1959 the Management Staff undertook a study of the operations of the K Bldg. Printing Plant to see what could be done to expedite the processing of ☐ Information Reports. This is the final report on that study. Interim reports were made to the Chief, Printing Services Division and to the Deputy Chief, Requirements Division, FI, DD/P in March, June, and November of 1959;² and to the ☐ Committee³ in February and March 1960.

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3. During the course of the study, Management Staff recommendations were coordinated with and accepted by the Requirements Division, FI, and the Area Division Senior Reports Officers, DD/P, as well as the Chief of the K Plant and Chief, Printing Services Division. Changes resulting from recommendations accepted as the study progressed have now been in effect for several months.⁴ As a result of these changes, plant processing time for ☐ reports, which average some 2800 per month, has been reduced from an estimated average of 40 working hours per report

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1/ Attached as Tabs 1 and 2.

2/ The November report is attached as Tab 3.

3/ Planning Group for Reporting and Communications Systems.

4/ The specific suggestions in paragraphs 12 and 13 of Mr. ☐ comments (Tab 2), when considered in the context of the K Plant's operations and the Agency's relationships with the Intelligence Community, were found not feasible, and hence were not adopted.

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(February 1959) to an actual average of 12 working hours per report (March through May 1960).¹ This improvement has been achieved without increase in staffing and without overtime.² The total work-load of the K Plant has remained relatively stable throughout this period.

4. Improvements made were primarily in the following areas:

a. Marking and Distribution

- (1) Standardization of DD/P distribution requirements.
- (2) Simplification of the arrangement and use of the internal distribution boxes (Tab 5).
- (3) Combination of the internal and external marking and distribution operations.

The above changes reduced the processing time in plant marking and distribution operations from an average of 130 to 5 working minutes per report.

b. Work-flow

Establishment of work centers to eliminate duplication of physical movement of reports in the plant and permit straight-line flow.

c. Controls

Improvements and simplification of paperwork controls. Specifically, the development and use of a combined intra-inter-Agency log and reports receipt form ("Manifest", Tab 6) which:

- (1) Eliminates a minimum of eight recordings of report numbers in the Agency.
- (2) Meets logging, production control, and reporting requirements in the K Plant.

1/ Priority reports are included in these averages. Except under unusual conditions of work-load or absenteeism, priority reports are being processed in from one-half hour to 13 hours, with a mean time of 4 hours and a mode of 2 hours.

NOTE: The revised system of control started in September 1959 provides for grouping or "manifesting" reports to permit batch processing. Recorded time is therefore now per "batch". Batches range from 1 to 18 reports; average is 4. (Tabs 3 and 4)

2/ Overtime in the K Plant pressroom and bindery has been negligible since March 1959. Overtime in these operations for the three months January through March 1959 averaged 50 working hours per month (est.).

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(3) Fulfills Agency internal and external reports receipt requirements.¹

d. Equipment

Installation of equipment to facilitate recommended procedural changes (Tab 7), at an approximate cost of \$1100.00.

25X1 5. Improvements directed toward expediting the processing of ☐ Reports have improved the over-all productivity of the K Plant offset press and bindery operations. As a result, the K Plant is able to provide faster service generally, and to handle more of the DD/P printing requirements than formerly.²

6. Plant layout, equipment, and work-flow improvements now in effect in the K Plant have been incorporated in the planning for the "K Plant" installation in the new building.

25X1 7. In the absence of any definitive guidance as to what the DD/P considers acceptable in terms of either a) processing time (working hours in the plant), or b) over-all elapsed time in the plant (including non-working hours), we are assuming that the improved plant processing time for ☐ Reports as reported in paragraph 3 of this memorandum is satisfactory to the Deputy Director (Plan®).

Signed

Chief, Management Staff

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ILLEGIB

1/ This manifest is also used by OCR in its batch control system for Information Reports, and by the Air Force in its internal reports distribution.

2/ Work which exceeds the capacity of the K Plant is sent to the

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TAO
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(Ref 2)

10 February 1959

MEMORANDUM FOR: Deputy Director (Support)

SUBJECT : Printing Services Plant 2

1. This memorandum contains a recommendation submitted for DD/S approval. The recommendation is contained in paragraph 3.

2. During the course of the briefings given to the [] it was suggested that an improvement could be made in the speed with which Clandestine Service Reports, and possibly other similar material, are reproduced and disseminated to customers outside the Agency.

3. Since speed of reporting is one of the problems which the Committee has been considering, the Chairman asked me to take a look at Printing Services Plant 2 in K Building. I have done this although not in detail. Even so, on the basis of what I learned, I believe a further examination of the operations of Plant 2 along the lines stated in paragraph 2 above could be a profitable undertaking. I recommend that such a study be conducted.

4. If you concur in the above recommendation, I shall be happy to provide background information on this subject to the person or persons whom you select to do this job.

[]
Special Planning Assistant
to the
Deputy Director (Support)

The recommendation contained in paragraph 3 is approved.

[]
L. K. WHITE
Deputy Director (Support)

11 FEB 1959
Date

16 FEB 1959

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62/S 59-547

Memo dtd 10 Feb 59 to DD/S fr SPA-DD/S, subject: "Printing Services Plant 2."

TAB
2
(Ref)

1st Ind.

To: Chief, Management Staff

11 February 1959

1. Some enlightening background on this subject is contained in paragraphs 12. and 13. of the attached paper (Planning Group for Reporting and Communications Systems).

2. This would appear to be a worthwhile area to look into and could be done quite appropriately either through the Management Staff or the Manpower Task Force. I think that I would prefer the latter.

3. Please pursue the matter and call [] for any further background information you may need.

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[]

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L. K. White
Deputy Director
(Support)

1 Att:

Att 1 - Paper entitled "Planning Group for Reporting and Communications Systems - Summary of Comments made by []"

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DD/S:LKW:laq

Distribution:

- 1 - C/Mgmt Stf w/cpy of att
- 1 - D/Log w/cpy of att
- 1 - [] w/cpy of att
- 2 - SPA-DD/S w/cpys of att
- 1 - DD/S chrono w/o att
- 1 - DD/S subject w/cpy of att
- 1 - DD/S reading w/o att

25X1

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25 FEB 1959

16 FEB 1959

PLANNING GROUP FOR REPORTING AND COMMUNICATIONS SYSTEMS

SUBJECT: Summary of Comments made by [] to the Agency Planning Group for a Mechanically Integrated Reporting and Communications System on 15 January 1959. [] is the Chief of the Reports and Requirements Staff of the DDP/WE Division.

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[] was invited to present a Division Chief Reports Officer's point of view on the processing of information within the Clandestine Services and reasons for delays occurring during this processing, as well as suggesting ways and means of eliminating these delays.

1. WE Division is continually exerting a concerted effort to improve the quality of its reporting and to insure that station complements include personnel who are qualified to prepare [] reports in final form. Constant efforts are being made to indoctrinate the operations officers going to the field with the principle that the techniques of positive information reporting are also their business and not just the business of reports specialists. For real improvement in the performance of our basic mission - the collection of significant and timely intelligence information - we must develop greater reporting competence in our operational personnel. This is especially important in those stations too small to have full-time reports officers.

[] I have stressed the need for improving the quality of the reporting and have provided them with a sanitized version of our manuals dealing with the essential elements of good reporting. We have evidence that some of this material has been translated and passed on to their staff officers in the field.

2. Progress has been made along these lines, as evidenced by the improvement in both the format and the quality of the information now received by cable and in the increase in the number of [] reports prepared in the field on multilith mats. Information received by cable is readily disseminated by [] a process which, with the excellent cooperation of the Cable Secretariat, has appreciably reduced the processing time of the information and expedited delivery to customer agencies. Reports received on multilith mats prepared in the field are quickly processed and, if they are of acceptable quality, are quickly sent to reproduction for direct dissemination to the customer agencies.

3. Notwithstanding all this evidence of progress, surveys prepared by responsible units still reveal intolerable delays in the processing of information and its transmission to customer agencies. It seems that in most of the surveys completed we have concerned ourselves with the movements of pieces of paper from the time they are collected in the field to the time they are received by the customer agencies. There is very little appreciation by those who are concentrating on the problems of mechanics for what is in these papers. A closer attention to content would in many cases reveal reasons, sometimes justifiable, for the delays.

4. There is no problem when the information collected is in response to a specific requirement levied on the Clandestine Services. It is this type of information which is generally sent in by cable or prepared in the field on

- 2 -

multilith mat. When the information is responsive to an established need and its relevance is clear, there is no question as to its disseminability. However, a great bulk of the information collected is not responsive to specific requirements but, when disseminated, readily finds a customer. We have in the community analysts with an insatiable appetite for information regardless of the irrelevancy of the information to their specific needs. The analyst finds it difficult to define the gaps which warrant covert collection. It is easier for him to say that he wants everything we collect. It is this prevailing attitude which causes our ☐ production to increase every year, and thus make for some of the unnecessary delays in the processing of information and take time away from concentrating on the more significant aspects of our collection effort.

5. In conducting surveys, we should pay more attention to the substance of the reports and recommend ways and means of cutting down on the reporting not responsive to requirements reflecting the gaps to be covered by the Clandestine Services. The following statistics for 1954-58, obtained from ☐ illustrate the tendency to disseminate more and more every year:

1954: Total Reports Received in DDP 56,869

1955: Total Reports Received in DDP 59,297

1956: Total Reports Received in DDP 65,566

1957: Total Reports Received in DDP 71,473

1958: Total Reports Received in DDP 73,195

*This number includes 2307 ☐ disseminated from January to May 1956. The ☐ series was introduced at this time.

6. It is interesting to note here the yearly increases in the number of

☐ which were teletyped by the Cable Secretariat to the customer agencies. In 1956 ☐ dissemination was introduced. ☐ they are prepared on a mat and reproduced by the Cable Secretariat. Most are delivered to the customer agencies by courier; Top Secret and Limited ☐ are transmitted by teletype. The yearly increase in the number of ☐ is evidence of the fact that the disseminating desks are taking full advantage of this expeditious way of transmitting the information to customer agencies. Most ☐ are based on cabled information

25X1 which is obviously timely and generally responsive to a need. The handling of the routine [] presents an entirely different situation. This is where most of the intolerable delays occur. Some of the delays are attributable to the difficulty of determining the relevance of the information, some to the fact that the information received is in a foreign language and must be translated, and some to reproduction backlogs.

7. More meaningful and more pointed requirements will certainly help in ensuring that significant information is given priority processing. Note the large number of reports received which are not disseminated. This is mostly attributable to requirements which are not sufficiently pointed, thereby making it difficult for the field to select with unerring judgment items which will be disseminated. Moreover even these non-disseminated reports are not completely wasted in Headquarters, but are frequently used for internal purposes. Field personnel are now eliminating a substantial percentage of reports received which obviously do not contain information of any intelligence value.

8. Experience has shown that the problem of translation of foreign language documents has greatly influenced the speed with which [] disseminations are handled, and has caused delays in obtaining timely guidance and evaluations from customer agencies. With the exception of [] branches are currently receiving a significant portion of their reports in untranslated form - [] In addition to reports received [] (which frequently cannot be translated in the field because of the number of pages involved), occasional reports, particularly those resulting from technical operations, are received in languages which neither the field nor our [] headquarters personnel could be expected to translate. Very frequently, because of the broad scope [] the untranslated material deals with areas outside [] reports jurisdiction.

25X1 9. With few exceptions, [] Division has adequate language facilities to handle reports which deal with the [] area. The problem is in the handling of reports which deal with other geographic areas. Under current procedures, the reports on other areas are sent in the raw directly to the substantive area concerned. Because of lack of language proficiency these reports often become part of the backlog until the other area reports officer has the time to consult the reports office of the originating branch for a gist of the document so as to be able to determine its disseminability. If disseminable the report is then sent to the Foreign Documents Division for translation. If the information appears to be significant, the field and/or the collecting branch will whenever possible prepare a gist of the document, which is then passed on to the substantive disseminating area for a determination of disseminability. In exceptional cases, either because of the sensitivity of the source or the urgency of the information, the collecting branch will translate the document. However, the translation facilities on hand are not sufficient to meet the needs of the various divisions receiving foreign language material.

10. Several surveys have shown the long delays that occur in FDD, and by the time the dissemination is made the information is no longer timely or significant. In many cases the document is disseminated [] providing

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25X1 a brief summary or description of the document and attaching the original and untranslated report to the [] In these cases, if a request for an evaluation is made, several customers may return the original document, commenting that they have no language capability and therefore cannot evaluate the report until a translation is made.

11. There is obviously a great need for translation facilities manned by qualified linguists readily available to the operating divisions responsible for the dissemination of the foreign language material. We would then be able to avoid the great loss to all concerned which occurs when customers are unable to make use of our material.

→ 12. As for the delays in reproduction, this is, in my opinion, a matter that should be studied not by making surveys as to how long it takes to move the paper, but by a study of what kinds of paper are being processed by the reproduction unit. I see no reason why we cannot have a reproduction unit for the handling of ordinary [] disseminations equivalent to that now available in the Cable Secretariat for handling [] [] are processed in the Cable Secretariat within an hour after they are received ready for delivery to the customer agencies; [] disseminations will at times take weeks before they are processed and delivered to customer agencies.

25X1 13. One of the factors that has made for such expeditious handling of [] has been the arrangement made between the Cable Secretariat and the Department of the Army Staff Communications Office, whereby the Cable Secretariat delivers to this office a copy of the [] and the [] itself. The Army Staff Communications Office will then take care of running off the necessary copies to effect distribution in the Pentagon. Included in this distribution are the following customers:

- Department of the Army
- Army Security Agency
- Department of the Air Force
- The Joint Chiefs of Staff
- Office of the Secretary of Defense

25X1 This arrangement is saving the Agency considerable money in man-hours in the processing of the [] and has above all made for a more timely delivery of the information to the analysts. Why can't this be done with our routine [] material? From talking to representatives in the Cable Secretariat, I have learned that the Department of the Army is delighted with such an arrangement and therefore I feel that an extension of this arrangement to include our routine [] reports mats will prove of mutual benefit. I will undertake to take this matter up with the appropriate offices in DDP and suggest that some serious consideration be given to this matter.

2 25X1 14. Another possible cause for delays is the processing of [] This provides a format for disseminating bulky attachments or foreign language documents which are considered of limited interest to one or two customers in the community and therefore not worth full processing. A brief description is given of the document which is then attached to a mat which tells the customers in the community that the document is available in the CIA Library and if they

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are interested they may request photo-copies from the Library through OCR. The mat is processed by the same reproduction unit that processes all other [] The [] has become more or less an accession list of documents available in the CIA Library which because of the limited interest or marginal value of the information were not worth complete processing. It seems to me that the [] should be considered as a separate category of dissemination and a type that could possibly be processed by OCR—once provided with a summary of the document. Possibly a periodic accession list could be put out by the CIA Library itself of the documents which are now processed as []. Again I will take up this matter with the appropriate DDP offices.

15. As an indication of the amount of material processed as [] the following statistics are offered, as compiled by [] They also show the breakdown of []

Year (April - December only)

1955	21537	4527	3160
1956	31668	6623	4127
1957	38664	7628	4178
1958	42464	7166	4383

* [] disseminations are also included in the [] numbers series quoted above. Breakdown of [] totals for 1956 - 1958 is as follows:

Year

1956 (June - December only)

4409

941

(for year)
7657 (including 2307
[] from
Jan-May 1956)

1957

8880

1542

10422

1958

12289

1814

14103

16. WE Division is in accord with the efforts now being made to take advantage of all modern developments in the field of high-speed transmission. However these developments should be accepted only as they fit or serve DDP needs. While it is true that intelligence information is a perishable product and must be handled with utmost speed, it is also true that the product of covert collection must undergo certain processing before passage to a consumer. The exception to this is where we have been able to define certain types of critical information which is so patently urgent and serious that it is imperative to give immediate and direct dissemination to the community - [] system.

17. It is imperative that any communications system for intelligence information be adapted to the necessary peculiarities of intelligence collection and processing, rather than try to fit the intelligence collection effort to a high-speed system solely for the sake of speed. The fact should be stressed

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that no intelligence organization engaged in covert collection can operate entirely for the sake of speed with security - security meaning not only the steps necessary to protect operations and sources, but also the steps necessary for the organization to bring its talents to bear on an information report so that the report may reach a consumer with some guarantee of its validity and accuracy.

18. We are often told about the complaints of the various analysts who are being flooded with a mass of paper, making it difficult to separate the wheat from the chaff. We should concentrate our efforts in reducing the mass of paper by a clearer division of labor among the USIB members, and avoid the duplication of effort now apparent in several categories of intelligence information reporting. This will certainly entail a sharpening of the requirements levied on each collector as well as more coordination among the various USIB representatives both in headquarters and in the field.

19. There is nothing more frustrating than putting out a [] in the middle of the night or during a weekend and then calling the analyst in the customer agency on the following day (or on Monday afternoon if a weekend is involved) to find that he has not as yet seen the [] and therefore cannot comment on it. In most cases there is evidence of the fact that the [] reached a receiving point in the customer agency but it had not as yet been distributed to the appropriate analysts or desk officers. When we have complained about this, we have been told that this is an internal matter of the customer agency. I disagree with this position. It is to our interest to see that the information gets to the competent people as expeditiously as the dissemination is handled. The same sense of urgency must exist in the minds of the receiving agencies.

20. Consideration should be given to the adaptation of [] system, wherein one agency is the sole consumer of certain broad categories of information. This would appreciably reduce the volume of paper now flowing from this Agency and leave consumer agencies more time to prepare finished intelligence, in fields where their competence lies.

21. By expediting the dissemination of routine [] information to consumers in Washington we will eliminate the duplication now taking place when a [] report is passed laterally in the field to local USIB representatives, who in turn transmit these reports (in many cases in toto) to their parent organization for internal use only. The reason for doing this, they say, is that they can get the information back to their parent organization within a few days while it takes weeks before they would receive it from [] in Washington.

22. Last, but not least, is the stature to be granted to the reports function and to the reports officers in headquarters and in the field. Since 1955 there has been a great deal done to elevate the stature of this function. However, a great deal more needs to be done in developing intelligence officers around whom centers the integrated effort to collect and disseminate meaningful intelligence information.

Deputy Chief, Requirements Division,
FI Staff

20 November 1959

Chief, O&M Staff (DD/S Area), Management Staff

25X1 ☐ Information Reports: Reduction of Processing Time in
the K Bldg. Printing Plant (DD/S 59-547)

25X1 1. This is an interim report on progress made in reducing the
processing time of ☐ information reports in the K Bldg. printing
plant.

25X1 2. "Processing time," as used in this study, represents the
actual working hours a ☐ report is in the K Bldg. printing plant.¹
The plant operates on an 8-hour-day, 5-day-week basis. Therefore
weekends, holidays, and 16 hours out of every 24 are excluded from
the calculation of processing time.

25X1 3. Since this study was started in February 1959, plant processing
time on all ☐ reports (routine and priority) has dropped from an
estimated average of 40 working hours at that time to an actual average
of 13 working hours during October 1959. The range in processing time
for 20 working days in October was as follows: for priorities, from one
to 16 working hours; for routines, from one to 32 working hours.

25X1 4. The ☐ report workload has not changed significantly during
the period of this study. Although the number of reports processed
during the first four months of FY 60 was down about 300 per month
compared to the same period for FY 59, the average number of mats
(pages) processed showed a slight increase. Tabs A and B summarize
available statistical data on plant processing time and workload for
25X1 ☐ reports.

5. The reduction in plant processing time achieved to date is
primarily attributable to:

a. Simplification and standardization of:

(1) DD/P printing and distribution requirements for
CS reports.

(2) Processing and control procedures for ☐ reports
in the plant. 25X1

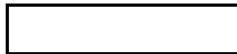
(3) Processing and control procedures within and without
the plant in connection with plant work burden not directly
related to ☐ reports processing. 25X1

^{1/} This, you will remember, was agreed to by RQM early in the study.

- b. Work distribution improvements in the plant.
- c. Improvements in plant layout and equipment.

6. In the absence of any definitive guidance as to what the DD/P considers acceptable in terms of either processing time (as defined in paragraph 2) or over-all elapsed time in the plant, we assume that plant processing time has now been reduced to a point which is satisfactory to the DD/P.

7. Additional equipment ordered but not yet installed may further reduce present plant processing time. A final report on results of this study will be prepared when all equipment is in and operating and the new procedures have been fully tested.



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ATTACHMENTS:

Tab A
Tab B

Distribution:

- Orig & 1 - Addressee, w/att.
- 1 - Chief, PSD, w/att.
- 1 - Chief, K Bldg. Printing Plant, w/att.
- 1 - Chief, O&M Staff (DD/P Area), w/att.
- 1 - Mgt/S file, w/att.
- 1 - Mrs. Kelley, w/att.

Mgt/[]:hps (20 Nov 59)

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 INFORMATION REPORTS

COMPARATIVE PROCESSING TIME & VOLUME STATISTICS

K BUILDING PRINTING PLANT

1. WORKING HOURS IN PLANT

1959	February	April	October		
Type of Report	Mean	Mean	Mean	Median	Mode
Routine	--	--	15	15	16
Priority	--	--	4	3	2
All	40	26	13	13	16

2. VOLUME

	Av. No. Rpts Per Month	Av. No. Mats (Pages) Per Mo.
FY '59	3019	6079
FY '59 (1st 4 mos.)	3003	5998
FY '60 (1st 4 mos.)	2759	6117

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RANGE IN PROCESSING TIME

20 DAYS PRODUCTION

OCTOBER 1969

PRIORITIES

TOTAL
(CONTINUED)

B

40

35

30

25

20

15

10

5

1 2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19 20 21 22 23 24 25 26 27 28 29 30 31 32

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K BLDG PRINTING PLANT

 REPORTS
TIME AND WORKLOAD DATA

AVERAGE TIME IN PLANT (WORKING HOURS)

	Feb 59	April 59	October 59	Mar-May 60
Reports ¹	40(Est)	26	13	12
Reports (Priority)			4	4

TAB
4

AVERAGE WORKLOAD PER MONTH

	FY 1959	FY 1960 ²	Decrease ³
Reports	3022	2668	9%
Mats	6111	5831	9%
Impressions	480,000	390,000	8%

- 1/ Grouping of like reports under a common log and reports receipt form (manifest) began in September 1959. There are from one to eighteen reports per manifest. Average is four reports. Each report requires the same time for processing as the manifest with which it is processed.
- 2/ Projected through 30 June 1960.
- 3/ In the press room, this decrease amounts to 15% of 1 pressman's working hours per month. There is no practical way to measure the comparable reduction in the bindery.

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15 July 1959

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MEMORANDUM FOR: Chief Reports Officers

FROM : Chief, Reports Control

SUBJECT : New Procedures for Marking and Handling Internal
Distribution of Ordinary [] Reports

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1. Beginning 20 July 1959 the procedure for marking and handling the internal distribution of all [] reports prepared on the multilith long-form mats (both field and Headquarters varieties) will be changed in several ways. The changes are being made because they promise speedier delivery to our customers at the cost of a small additional burden being placed on personnel of the Clandestine Services. The changes should result in the removal of several bottlenecks in Printing Services which in the past have seriously delayed all our reports. You will see immediately that the major changes represent nothing more nor less than the adaptation to the ordinary [] report of certain techniques that, when applied to the [] permitted the Cable Secretariat to speed up substantially its deliveries of [] to the customer. To illustrate the effect of these changes a jumbo-sized, internal distribution (much more complicated than is usual) is presented at the end of this memorandum, first as it ordinarily would have been handled in the past (OLD STYLE) followed by the way that the same distribution will be handled beginning 20 July 1959 (NEW STYLE).

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TAB
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....

/s/

Chief, Reports Control

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ILLUSTRATION:

OLD STYLE

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S-E-C-R-E-T

EQUIPMENT LIST

IMPROVEMENT	BENEFIT	COST
1. Installation of skate conveyor between press room and bindery.	Keeps pressmen from leaving presses to carry printed reports into bindery.	\$355.00
2. Acquisition of multipurpose Dexion movable tables with lock-down wheels.	Elimination of bulky, heavy, stationary tables gives more space in crowded press room. New tables double as carts for moving supplies and servicing call desk for handcarry customers.	70.80
3. Installation of two 30-bin sorting tables.	Facilitates simultaneous marking and distribution operation, assures more frequent mailings to both internal and external customers. (Bins are shallow.)	241.70
4. Fabrication of new sorting and collating bins, boxes, and stools.	Replacement of badly worn equipment which required excessive and relatively continuous makeshift repairs.	441.55
	TOTAL	<hr/> \$1109.05

TAB 7